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厦门大学

硕士学位论文

TOM 户外二三线城市的发展策略

Strategies in China's second and third tier cities for  
Tom Outdoor Media

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## 摘要

随着科学技术突飞猛进的发展和市场竞争日益加剧,几乎每个企业都处在竞争对手所掌握的高新技术而造成的威胁之中,这种威胁在以市场效果为王的广告市场中尤其明显。自 21 世纪以来,一线城市户外广告业的超常规发展让这些地区的广告市场已经基本趋于饱和。而反观国内二三线城市的户外广告市场,其经营正在走向由创新、专业服务、资金实力齐备的少数公司垄断市场的格局,是未来中国最具潜力和成长性的户外市场。于是,一些企业纷纷把视角和步伐转向二三线城市,寻求更加广阔的市场需求。

显而易见,二三线城市户外广告市场的开拓与发展是适应新的市场环境的一种富有成效的竞争战略。其中,不断融入新的科学技术让户外广告的形态更加丰富,功能更加晚上是适应知识经济时代企业创新的一种卓有成效的方式,是对传统户外广告的一种突破和创新。但在国内,对科技创新的户外广告的研发活动中,TOM 户外传媒集团是走在行业前列的。

本文以 4R 营销理论和层次需求理论为基础,采用调查研究方法,定性、定量分析相结合的方法,系统分析等方法,结合二三线城市户外广告市场的环境、政策、行业发展状态及面临的挑战与机遇,主要对 TOM 户外传媒集团的发展战略进行了探讨,并重点对 TOM 户外的创新策略做了深入研究,如 TOM 户外传媒集团的新技术和新项目等活动研发。在研发户外广告的新技术时,TOM 户外顺应的“三网联合”发展趋势,致力于运用各种高新尖的技术,提升户外媒体的品质。不仅在内容形态上,开发能够满足受众审美、娱乐、自我实现等高层次精神与心理需求的媒体;在技术形态上,开发能够满足人们在获取信息和沟通交流中省时、省力、省钱、省事、省心的媒体形式;打造出能够满足受众个性化的市场追求和多样化的审美需求的人性化媒介,牢牢地占据二三线城市户外广告市场的地位。

从这个意义上说,本文对 TOM 户外传媒集团的新产品和新项目活动进行了深入的剖析,结合二三线城市户外广告市场的外部政策与环境,在广告公司如何利用二三线城市广告市场调节机制,充分整合内部和外部可以利用的资源,提高公司的技术创新和产品创新能力,对国内其他户外广告公司或者文化传播公司,都具有参考和借鉴意义。

**关键词:** 户外广告; 二三线城市; 发展策略

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## Abstract

With the rapid development in science and technology as well as intensive competition in marketing, little enterprise can escape threaten from which their rivals' acknowledge of high-technology, particularly in the effect-oriented media and advertising field. From century 21<sup>st</sup>, outdoor advertising in China's first-tier cities have expanded to exceed while the second and third tier cities have developed into monopolization pattern leaded by the minority companies equipped with innovation, professional services and well-capital, which would be the most potential and fast growing outdoor media market shares. As a result, some enterprises have transferred their strategies to the second and third tier cities for seeking a considerably sufficient need of market.

Obviously, exploring and developing the outdoor advertising market in second and third tier cities is one effective strategy which would be adaptive to the changing and competitive market. Besides that, combination in science and technology would enrich the forms and functions of outdoor advertisings in order to meet the need of enterprise innovation in the knowledge economy time, and make breakthrough and innovation out of traditional ideas. In China, remarkably, Tom Outdoor Media Group is walking in the forefront of the advertising field in research and development of science and technology innovation.

- This paper is based on the 4R theory in Principles of Marketing and Sales, takes survey research method, qualitative and quantitative analysis and system analysis, combined with the environment, policies, development of the industry status, challenge and opportunity in the second and third outdoor media market, focuses on the research development and innovation strategies for TOM Outdoor Media involving Tom's research and develop in new technologies and projects. In the research of the new technique in outdoor advertising, Tom Outdoor Media keeps up with the "three net alliance" trend, strives to apply various high-tech technologies and devotes to improve its quality among outdoor media. It not only explores innovative and high-level media forms which offer insight into spiritual and psychological needs by satisfying audiences in appreciation, entertainment, self-realization in contents, but also seeks the effective, convenient, economical and easy media forms for people to acquire information and communication in the technology forms. In order to forge a

humanized media to meet audiences' personalized pursuing of market and various aesthetic needs. It firmly occupies its top rank in outdoor advertising market of second and third tier cities.

In this sense, this paper deeply focuses on the analysis into the new products and projects of Tom Outdoor Media, combines external policies and environment of outdoor advertising market in second and third tier cities. These might be references to all the advertising companies and culture companies in China that how to utilize regulatory mechanism in such kind of market, fully integrate available resources internally and externally, or improve innovation ability of products and technologies.

**Key Words:** Outdoor Media; Second and third tier cities; Strategy.



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